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Evaluation

Management response to the evaluation of the third global programme*

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*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the present report.

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I. Context, background and findings

1. The present document constitutes the response of UNDP management to the report of the independent evaluation of the third global programme of UNDP[1] UNDP welcomes this evaluation as an opportunity to reflect on past experiences and look forward to future possibilities.

2. UNDP is a global organization and is a central part of the United Nations system. There are 135 UNDP country offices providing support to 166 countries. UNDP also has six regional service centres that provide support, upon request, to meet the technical needs of our partner countries. UNDP headquarters provides the leadership and management of the organization and houses the global programme. The three levels of UNDP operations – country, regional and global – form an integrated package with a dynamic flow of support and knowledge among the three levels. The mutually supportive structure of the institution is essential for UNDP to advocate for change and to connect countries with the knowledge, experience and resources that help people build a better life.

3. The third global programme has been an integral part of UNDP work at the country, regional and global levels. Each element of the UNDP programme framework makes a distinctive contribution to whole. The key contribution of the global programme is providing development knowledge, tools and resources from the UNDP practice areas to our partner countries and ensuring that our development experience around the world informs and shapes our global role as an advocate for human development. The global programme also enables UNDP to engage in global policy processes, which are directly relevant to our support to programme countries, such as assisting least developed countries in enhancing their benefits from global trade, or supporting Small Island Developing States in reducing their vulnerability to climate change. The UNDP regional programmes, for their part, focus particularly on enhancing regional cooperation, while country programmes – representing the great bulk of overall programme resources – respond to national demands for support across our development focus areas. The mutual interdependence of the three main levels of programmatic support is central to their effectiveness. A global programme could not operate effectively unless in tandem with regional and national level funding arrangements. Likewise, national and regional programmes cannot function in isolation from a global corporate capacity to provide leadership, support and quality assurance. The entire UNDP programme framework is imbued with a strong South-South approach; the global programme is a prime example of this.

4. The global programme is central to supporting the priorities of UNDP as outlined under the multi-year funding framework (MYFF), and looking forward under the strategic plan, as per the Board-approved framework and programming arrangements. In that regard, through the policy adviser network, it plays a critical role in the implementation of each of the practice areas, as well as cross-practice initiatives through the provision of quality assurance, coherence and strategic direction within the work of the organization. Moreover, it provides the key modalities through which knowledge is exchanged across the organization and allows for the piloting of catalytic approaches through its targeted projects. (See 'Fast Facts – The Global Programme', available on the Executive Board web page). In providing for these functions, the global programme funds the work of the UNDP Bureau for Development Policy

[1] Under the programming arrangements the former global cooperation framework has been renamed the global programme. However, the two names are often used interchangeably. In the present report the term 'global programme' will be used.

(BDP), which strives to enhance development effectiveness at the country level. To use a mechanical metaphor, the global programme is the 'gear' that connects all the others in terms of the substantive policy agenda of UNDP.

5. The global programme is funded from line 1.3 of the programme financial framework, which was approved by the Executive Board in decision 2007/33. It represents a fixed 5 per cent of total UNDP programme resources for the period 2008-2011. The Board approved the current programme, covering the period 2005-2007, in its decision 2005/16 and extended it by one year, through 2008, in decision 2007/44, as proposed in document DP/2007/47. The reason for the extension was to allow enough time to formulate the new global programme in line with the UNDP strategic plan, 2008-2011, which was being reviewed by the Executive Board at that time. In addition, there was a need to allow time for the preparation and submission to the Board of an independent evaluation of the programme. That evaluation has been completed, and the UNDP response follows below.

II. Building on opportunities

6. UNDP management welcomes the important finding that the third global programme is relevant to programme countries' efforts to achieve the Millennium Development Goals. The basic recommendation for the establishment of a fourth global programme is likewise welcomed and is of critical importance to the ability of UNDP to deliver on the commitments of the strategic plan.

7. UNDP management appreciates and agrees with the findings related to the weaknesses of the third global programme in monitoring/evaluation, reporting of results, and some aspects of programme management. There is space for refinement, and many remedial actions are under way, while others will comprise a fundamental feature of the proposal for the fourth global programme, which the organization is formulating and gearing up to implement.

8. The evaluation highlighted a number of representative successes within and across the substantive work of the practices, and drew particular attention to progress made in mainstreaming gender and capacity development. Successful approaches within the various modalities of the global programme included:

(a) global positioning of the organization on critical issues for developing countries;

(b) incubating innovative projects and ideas, and providing useful approaches and tools to UNDP as a whole;

(c) harnessing the thematic centres as a source of applied research to guide the direction and approach taken by the practices;

(d) collaborating productively with the regional bureau on issues of country demand in the respective region; and

(e) leveraging the third global programme for resource mobilization and supplementing funding provided through the thematic trust funds and other sources.

9. In the area of knowledge management, the report highlights a number of important contributions made in knowledge networking; promoting southern solutions; development of useful knowledge products; distribution of relevant analytical work;

serving as a model for other United Nations organizations; and exercising a catalytic function in galvanizing the practices at all levels of the organization.

10. The evaluation acknowledges positive management actions in BDP under the change management and alignment initiatives. Specifically, it draws attention to changes that have resulted in enhanced operations and stronger management, and to the current roll-out by BDP of integrated service-delivery platforms in each practice, which it views as an appropriate development that deploys resources in a more targeted manner. The evaluation notes that these are positive signs that may respond to many of the management issues raised in the evaluation. At the corporate level, the report praises the 'one practice team' approach employed within regional centres as an example of effective integration between the global and regional programme contributions. It notes the need for a critical mass of expert resources in each of the practice areas and acknowledges that this represents a challenge for UNDP as a whole and for BDP in particular.

II. Clarification of important elements

11. While the evaluation report provides many useful insights and recommendations which UNDP greatly appreciates, it feels that some elements of the third global programme may have been overlooked or might have been interpreted differently.

12. UNDP finds some dichotomies and contradictory messages within the report and its conclusions. This pertains to some important fundamental concepts that are subject to debate throughout the report: programme versus framework; global versus country-level; and demand versus supply. In fact, the global programme has been designed, interpreted and implemented through a more nuanced and integrated lens than those formulations suggest.

13. Though called a programme, third global programme represents a framework approach with programmatic elements. This reflects Executive Board corporate programming (funding) arrangements, and the global programme has sought to ensure that its three modalities – policy advisory network, knowledge sharing and targeted projects – complement and build on each other. Programmatic opportunities are pursued within targeted projects and at the practice level. For example, practices have developed clusters of work to avoid 'silos' and to allow opportunities to be identified flexibly. Indeed, there is a risk that an over-centralized approach might lead to a loss of flexibility at the practice level, where many strategic decisions are most appropriately taken. The results framework illustrates how the three modalities combine to support programmatic outcomes.

14. While some reference is made to the global role of supporting the overall practice architecture, the conclusions are largely presented in terms of global, regional and country-level practice units with recommendations to shift resources and responsibilities among entities. Pursuit of that strategy might inadvertently erect new geographical 'silos', or reinforce existing ones. The spirit of the practice architecture is to move away from such distinctions and strengthen the 'virtuous circles' that the global programme must support at all levels of the organization. We believe that over the last year or two the organization has taken decisive steps to strengthen the coherence and effectiveness of the practice architecture by adopting a corporate approach to regionalization. This, coupled with several measures integrated into the fourth global programme proposal, should effectively address the concerns regarding alignment and consistency across the global to country-level continuum.

15. Related to the above, the findings, conclusions and recommendations also characterize the work of the global programme in terms of 'supply' and 'overly broad coverage' and contrast this with 'demand orientation' and 'focus'. Management sees these not as mutually exclusive but as aspects of a layered approach to advisory services. The implementation by policy advisers of the core architecture as undertaken in the third global programme, and anticipated for the fourth, is not an issue of supply but one of realizing the highest-level priorities that the organization has committed to, and the Executive Board has approved, under the MYFF and the strategic plan.

16. This amounts – in some cases – to a single poverty or capacity-development adviser for an entire region. Yet the functions this adviser performs are critical. On the one hand he or she represents the substantive presence of the organization and helps set the practice agenda on the basis of 'bottom-up' consultation. On the other, he or she directly provides or coordinates advice on demand; develops or adapts policy and operational products; and builds communities of country-level, regional and global staff, external experts and partners.

17. All this enables the organization to address focused and variable demand on an ongoing basis, through multiple channels, and in a coordinated fashion. Moreover, the policy advisers, in performing what appears as a minimal function in their profiles, have generated over $230 million in non-core funds, which are then largely deployed at the country level to meet specific programming needs. The ratio of cost to resource generation is in the order of 1:3.3. The targeted projects of the global programme – for which people are designated as 'inputs'– also allow for strategic and demand-driven focus and programmatic approaches.

18. In contrast with the above approach, a narrowing of focus to a few niche areas in the global programme would deny the organization those functions and roles – and would eliminate substantive backstopping for certain outcomes approved in the strategic plan. This poses a potential danger that the organization would revert to earlier problems of fragmentation – the '166 UNDPs' syndrome – and the associated lack of effectiveness previously witnessed.

19. The cumulative 'lessons learned' from earlier global programmes and other evaluations and reviews are instructive, and present a more complete history. In looking forward, the fourth global programme seeks to build a cohesive and balanced approach rather than reverting to previous modalities and swinging the pendulum back to earlier approaches and dichotomies with their own limitations.

20. The global programme is complex and has multiple interrelated objectives. In many of its manifestations it is intended to play a 'behind-the-scenes' role (providing guidance rather than issuing directives) as part of an integrated corporate approach to supporting programme countries. The evaluation report itself mentions the challenge of awareness and attribution to the global programme of implementing such a framework in a corporate manner. It should be expected that the global programme would be most successful when inextricably linked with regional and country-level work, yet that is precisely where the problem of visibility and attribution is most pronounced. UNDP management is of the opinion that lack of awareness, understanding and 'branding' of the global programme amounts to a communication and management challenge. In the evaluation, attribution and awareness gaps have been equated with an actual lack of contribution and performance. That assumption colours many of the findings and conclusions.

21. 85 per cent of the commitments of the Board-approved third global programme results framework were achieved (see annex III – Overview of the results framework, available on the Executive Board web page). UNDP will build on that record of achievement, and on the findings and recommendations of the evaluation, to design an even more strategic and effective fourth global programme.

IV. Looking forward to the fourth global programme, 2009-2011

22. The evaluation covers the time frame 2005-2007 and takes as its reference the organizational context that existed when the third global programme was formulated. Since then, and in the last two years in particular, a number of important shifts and fundamental reforms have taken place in UNDP, both within BDP and at the corporate level (often aligned with United Nations reforms). (For an overview, see annex II, Brief: Corporate and BDP management and alignment.) While these are not taken into account in the evaluation, the majority of its recommendations mirror the objectives of those initiatives, indicating that the organization is moving in the right direction. Thus, management can already point to significant progress on a number of fronts in responding to the majority of evaluation recommendations. Actions on others will be reflected in the fourth global programme.

23. UNDP reviews, and the BDP alignment process, have been undertaken based on widespread consultation and extensive consideration of lessons and evaluative materials that highlighted some of the primary challenges and opportunities facing the organization. Subsequent actions have sought to deepen and systematize what works, refine what doesn't, and introduce innovate modalities for enhancing our work. They have aimed at substantive focus and improved arrangements for policy development, service delivery, results-based management, transparency and accountability, and the relevance and quality of our work. Those actions include:

(a) Increased focus of our work through the development of the strategic plan, the introduction of mechanisms for identification of cross-practice opportunities and the articulation of specific service areas;

(b) Improved alignment and quality through streamlined business processes, functional framework and common standards for advisory services; systematic quality assurance requirements for products and publications; and development of 'Teamworks', an integrated e-platform that connects people and their knowledge;

(c) Establishing enhanced management structures through regionalization and improved performance monitoring and evaluation related to the global programme;

(d) Developing the ability to better respond to variable demand through the introduction of demand driven advisory services; and

(e) Fostering the movement towards a culture of management, and developing practical and supportive tools, as embodied in the enhanced results-based management system.

24. There is significant momentum behind the above initiatives throughout the organization, and they have a direct bearing on the implementation of the global programme in BDP and UNDP. The fourth global programme builds on them and on, the evaluation of the third global programme, and seeks to benefit from and support their implementation.

25. Under the fourth global programme, resources will continue to be used to support country and regional development initiatives, bringing the benefits of global learning, practice and knowledge. The country and regional experiences feed back into global policy and advocacy efforts and ultimately circle back to the country level, where human development takes place. The global programme facilitates the learning and programme links between and among country and regional programmes. This is intended to increase the impact and effectiveness of UNDP-supported development cooperation through the systematic management of development knowledge and experience; the provision of policy advice and capacity development support; and the mobilization of targeted development resources.

26. Although the primary role of UNDP is to support country-level development programmes, it is also essential that it engage global processes that ultimately impact country operations. It does so for two reasons: to ensure first that global policies are developed on the basis of a thorough understanding of country-level needs and opportunities; and second, that programme countries maximize the benefits to be gained from these global processes. UNDP believes that its operational experience at the country level can benefit both sides of this exchange. The dynamic flow of knowledge and experiences creates the mutually supportive 'virtuous cycle' that is a hallmark of UNDP as a global network.

27. Taken together, the above two components will sustain and strengthen UNDP as a truly global development institution, firmly rooted in day-to-day development challenges and realities at the country level, with a collective brain capable of harnessing all its experience for the benefit of the international community and the programme countries.

28. The main modalities of work will be retained under the fourth global programme. However, unlike traditional notions of technical support, the global programme is increasingly focused on working through peer support, community building, consultative planning, and standard-setting. Integrated teams across country, regional and global units identify and respond to demand and emerging issues, promoting consistency and quality while ensuring that the advice and input provided are grounded in local reality. The approach articulated in the fourth global programme will be to complete implementation of the 'one practice team' concept and widen the reach of advisory and policy support services. In that respect, advisers will increasingly be facilitators who not only contribute their own expertise – setting standards and developing tools – but also encourage peer-to-peer support, identify creative solutions, and help ensure the capture and application of collective knowledge.

29. Management has taken serious note of the issues raised and the recommendations made by the independent evaluation and appreciates the contribution made to help sharpen its performance in formulating the fourth global programme. The table in annex 1, below, provides detailed responses to each of the recommendations and proposes follow-up action, with time frame and responsible units included.

Annex I. Recommendations and management response

Evaluation recommendation 1: UNDP should formulate a new global programme that clearly sets out its global role, development goals, a strategic focus and a corresponding results framework.

Management response

The 'global' in 'global programme' is inclusive of the following roles: a United Nations voice on global development issues; a global platform (inclusive of partnerships) to advocate, negotiate and present development policy options; a multilateral policy response to a global public goods agenda in mandate areas; a global analysis of development evidence to influence two-way development policy (global <-> country); a global pipelines of experience and expertise (inclusive of targeted initiatives). In terms of substantive focus, many issues have a global aspect, and, if not strictly 'trans-national', benefit from and contribute to global perspectives. The failure to pursue each of these reinforcing dimensions represents a missed opportunity, as the global policy role is more than the sum of its country and regional parts and actually forms the glue that bonds the organization.

To capitalize on these strengths and linkages, a number of actions were instituted under the third global programme, including the development of an enhanced framework for the performance of functions at the regional level whereby policy advisers act as linchpins in terms of policy development, services and knowledge-sharing between the different spheres of the organization. Moreover, the knowledge networks and work planning processes have enabled the programme to identify trends and emerging priorities, and to shape the global agenda within the organization. Through the new regionalization arrangements UNDP is taking a 'one team' approach in the delivery of policy advisory services and the promotion of knowledge sharing within the organization. Global, regional and country-level work will thus benefit from a more seamless approach, each sphere drawing upon and contributing to the others. Furthermore, the global programme continues to pursue cross-regional and country typology initiatives (such as the Small Island Developing States and the middle-income countries).

Through the global programme, UNDP is able to implement the core practice architecture – or the six practice and cross-cutting areas of work – and the MYFF (and the strategic plan, looking forward). Under the Board-approved programming arrangements and through regionalization, it is slated to do the same under the fourth global programme. It will build on the successful interventions already achieved and, in line with the Triennial Comprehensive Policy Review, continue to emphasize capacity development, gender equality and South-South solutions.

In terms of providing greater focus and enhanced development effectiveness, the strategic plan represents a more streamlined framework than the MYFF, and high-value cross-practice outcomes and mainstreaming opportunities have been built into the development results framework. Synergies have been identified within the practices in clustering more programmatic issues that cut across service areas. A number of specific management incentives and knowledge-sharing mechanisms are in place to promote this work as appropriate, and where it maximizes impact. Work on pursuing country typology opportunities continues under the global programme. However, dropping work under key result areas of the strategic plan would require dropping the practice architecture modality as it is not provided for elsewhere in the organization. Splitting the practice architecture between a number of regional and country programmes in the name of focusing the global programme is simply not an option.

Additionally, under the fourth global programme results framework, goals around specific 'global' results will be clearly defined, and, like the third global programme results framework, it will reflect all pillars of the global programme (see also actions under recommendation 6, below).

The issue of programming arrangements and shifting the policy advisory services from the global programme to other core resources (such as the biennial support budget, or through creation of a 'development effectiveness' line) is beyond the scope of this management response. Fundamentally, this is a matter of achieving a better classification of costs. In that context, UNDP is of the opinion that there are two scenarios the Executive Board may wish to address in this debate: (a) merely shifting the core practice advisors from one funding line to another with the total funding allocation remaining the same, thus representing a zero sum gain; and (b) shifting the core practice advisors to the development effectiveness line and maintaining the 5 per cent allocation to the global programme under the programming arrangements, thus expanding the programme component of work, requiring the provision of additional resources. It is important to bear in mind that, in addition to primarily supporting strategic interventions, a portion of the global programme provides catalytic funding for the practice architecture and the strategic plan. Should this be changed under either scenario, it would imply a reduction in mandate. There are additional implications for policy advisers from the viewpoint of career stability and regularization. It is the understanding of management, however, that action on these points, if any, would be on a longer-term horizon. The fourth global programme will therefore be formulated according to the current programming arrangements and practice structure.

Key action(s)	**Time frame**	**Responsible unit(s)**	**Tracking***	
			Status	**Comments**
1.1 Long-term agreement (LTAs), and a new functional framework for policy advisers that details global/regional roles and responsibilities and knowledge-management and quality-assurance functions to further connect to the country offices	2008	BDP, regional bureaux, country offices		
1.2 Fourth global programme proposal – Global initiatives and results framework with outcomes at the global level.	Fourth global programme formulated in 2008 and implemented in 2009-2011	BDP		
1.3 Service delivery areas defined	2007	BDP, regional bureaux, BCPR		
1.4 Cross-practice incentives: Revised project approval process to ensure cross-practice representation and broader participation; criteria for annual work planning; individual performance assessment; funds set aside for cross-practice work; quality assurance for products and publications	2007-2008	BDP, regional bureaux, BCPR		
1.5 Communities of practice; cross-practice work and development of more focused, dynamic sub-communities under new knowledge-management platform, 'Teamworks'	2008-11	BDP, regional bureaux, country offices		

Evaluation recommendation 2: UNDP should develop improved corporate strategy and delivery mechanisms so that the new global programme can better support the achievement of results at the country level.

Management response

The primary goal of the global programme – and indeed the entire organization – is to support the achievement of development results at the country level. To that end, the global programme is complementary to regional and country programmes. Within the global programme, the modalities for supporting country offices – and through them programme countries – are multiple and reinforcing, and include advisory support, the capture and application of knowledge, and the testing of catalytic and innovative approaches for widespread applicability. The implementation of the global programme has sought to make linkages across these components as key means to achieving those ends.

The capture, analysis, exchange and application of the knowledge of the organization, particularly at the level of country experiences, has been vibrant and has informed global positions and thinking, as well as on-the-ground programming. The global programme has been central to that success, despite the lack of full implementation of the corporate 'knowledge management road map'. Under the revised knowledge management strategy and platform, 'Teamworks', knowledge-sharing efforts led or supported by the global programme are poised to have even greater impact. These facilities will enable improved the capture of knowledge and connection of people in very organic and needs-based ways. A core knowledge management team supports the practices (at headquarters and regional service centres) and to engage with country offices on how best to make their knowledge available and benefit from that of others, whether embodied in projects and programmes or individuals. Moreover, under the BDP realignment, knowledge-sharing functions have been more explicitly built into the work of the policy advisers and embedded in business processes (for example, surrounding work planning and service-delivery facilitation and tracking), thus ensuring that connections to country-level and global experiences are more pronounced and are reflected in support services. Finally, a quality assurance process for knowledge products has been established, with tools and templates included.

The new regionalization structure provides an avenue for strengthening and systematizing successful models in aligning UNDP resources and talent to support programme countries. The 'one team' approach employed responds directly to failures in various management models and represents an integrated way of supporting corporate, regional and country-level needs. This has been more effective than simply shifting management responsibility and resources. Further synergies and accountability are ensured through joint monitoring and reporting boards (of the global and regional programmes and the regional service centres). A more robust regional service centre, better connected to the core practices, will lead to more effective, consistent and high-quality support to programme countries and knowledge adapted to their reality.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
2.1 Development of LTA) with regional bureaux	2008	BDP, regional bureaux		
2.2 Service delivery platforms	2008-9	BDP, regional bureaux		
2.3 Revised corporate knowledge-management road map/strategy (including 'Teamworks' platform)	2008	BDP, other corporate units		

Evaluation recommendation 3: The new global programme should have an explicit strategy to partner systematically with other United Nations organizations and development institutions in order to contribute to development policy debates and approaches that are critical to programme countries for the achievement of their development goals.

Management response

The global programme engages partners through global initiatives to both influence global policy as well as to directly benefit programme countries at the national level. These partnerships have spanned a range of actors and contributed intellectual and financial resources.

United Nations partnerships are, of course, a corporate issue with important implications for the global programme. It is particularly important for BDP and the global programme to pursue – in a systematic, meaningful way - partnerships with other United Nations organizations that help to globally define the niche of each organization and work towards complementarity and joint support to United Nations country teams. This is central to United Nations reform efforts. To this end, and to benefit all aspects of the work, standard memoranda of understandings with United Nations organizations are being established in cooperation with the Partnerships Bureau. Strategic opportunities for greater collaboration and joint-programming at the practice and sub-practice levels are also being identified through analysis of a survey of global and regional United Nations engagements. Moreover, United Nations partners have been involved in the work of the global programme through less formal working levels through membership in the practice communities, and their external advisory boards and are expected to benefit directly from the new knowledge management strategy (including 'Teamworks') which aims, eventually, to serve as a United Nations-wide platform and approach. For example, the Elections Adviser has helped to develop a clear division of labour and partnership for mutual support with the United Nations Department of Political Affairs, the Department of Peacekeeping Operations and others, which helps to facilitate in-country collaboration.

At the corporate level, a number of partnership strategies are being developed to which BDP is contributing, all of which will benefit the global programme. These include strategies aimed at civil society, the private sector, gender equality and South-South cooperation. In addition, BDP is a member of a committee that reviews all partnership memoranda of understanding, providing an opportunity to look at the corporate picture strategically and ensure coherence.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
3.1 Development of United Nations memorandum of understanding	Ongoing	Partnerships Bureau, BDP		
3.3 Analysis of collaboration with the United Nations	2008	BDP		
3.2 Guidance, for advisers and practices, to partnership within the service delivery platforms	2008-2009	BDP		
3.3 Strategy, with supporting mechanisms, being developed on BDP cooperation with the Special Unit for South-South Cooperation (SU/SSC).	March 2008 ASG meeting; strategy developed and implemented by end 2008	SU/SSC, BDP		

Evaluation recommendation 4: UNDP should establish a management system for the new global programme which ensures results orientation and accountability through centralized management and compliance with standard UNDP programming requirements.

Management response:

The management response to the evaluation of the second global programme committed UNDP to a number of actions to improve management. At the same time, a number of corporate initiatives focused on improved accountability and results management were initiated. BDP and the global programme, as part of corporate UNDP, have now aligned their management actions with these instruments and will be greatly aided by them. In many cases these go well beyond and supplant the management actions outlined under the management response to the second global programme. They include development of the results-based management system, which facilitates work planning, monitoring and reporting associated with the strategic plan, the accountability framework and risk management, among other areas.

In line with the 'Prince2' methodology, the organizational structure of the global programme has been enhanced through the appointment of a global programme manager; clearer articulation of roles of the practice managers and the project support unit within the BDP Directorate; and the revivified advisory and management committees. As of 2008, a global programme 'window' has been created in the results-based management system so as to standardize, integrate and simplify the BDP tools and processes for results-based management. The BDP 'project tree ', under Atlas, was also developed in line with the strategic plan key results and outcomes. As discussed under recommendation 5, monitoring and oversight of the third global programme and its components has been undertaken place and steps taken for further improvement, including a mid-term review of the fourth global programme.

Management agrees with the evaluation recommendation that monitoring, reporting and evaluation of the global programme should be further strengthened beyond these existing initiatives. We are developing a comprehensive evaluation plan as part of the fourth global programme which will commit BDP to carrying out a set of outcome evaluations to be used to inform management and practice decision-making. Moreover, management has committed to undertaking more proactive performance monitoring internally, including at the outcome level. However, a review of management, reporting, evaluation and oversight mechanisms reveals a plethora of arrangements. Rather than adding new layers of bureaucracy, the goal under the fourth global programme will be to continue to streamline and focus on the quality of monitoring, clarity about management, and learning from results.

Management finds that the set of actions, below and as spelled out under other recommendations, represents adequate follow-up to the recommendations of the evaluation.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
4.1 New organizational structure for the global programme – programme manager hired, practice manager functions clarified, operational specialists from Policy Support Unit	Established	BDP		
4.2 Project Approval Committee and Project Board modalities reviewed and enhanced for clearer approval criteria and greater participation	2007-8	BDP		
4.3 Reactivated Advisory Committee and Management Committee	Established	BDP, regional bureaux, OSG		

4.4 Regional Service Centre Management Boards	Ongoing and revised under LTA 2008	BDP, regional bureaux		
4.5 Functional Framework	Established	BDP		
4.6 Fourth global programme work plan and results tied to results based management system	2008; ongoing	BDP, OSG, regional bureaux		
4.7 Fourth global programme mid-term review	2010	BDP		
4.8 Evaluation Plan – Tied to the global programme, as well as BDP Evaluation plan for pro-active and strategic reviews	Start 2009 for the fourth global programme	BDP		
4.9 Clear and comprehensive global programme results framework	Start 2009 for the fourth global programme	BDP		

Evaluation recommendation 5: UNDP should institutionalize mechanisms to ensure corporate oversight and ownership of the global programme.

The philosophy behind the practice architecture is to promote UNDP-wide ownership of the mandate to deliver on results within the areas articulated in the MYFF and the strategic plan. Therefore, promoting coherence, alignment, and broadly-based ownership of our work is an overriding goal of the global programme. Its success depends in part on joint responsibilities and collaboration with other units (as opposed to a shifting of resources between them). This is executed through a number of channels, both formal and more organic.

Formal consultative mechanisms were built into the formulation process of the third global programme. Oversight has been provided by the BDP results management team, the Senior Management Team/management group, and the Operations Support Group, through discussions on knowledge management (additionally guided by a 'troika' committee from the Operations Support Group, BDP and the Communications Office), on the policy advisory service model (particularly in the context of the management review, regionalization and market mechanism discussions, and within the BDP alignment process), and on the substance of the bal programme work through numerous discussions among the results management team, the Operations Support Group and the Policy Group. Regional service centre and subregional resource facility boards have been active for the duration of the third global programme, and quarterly review meetings between the practice directors and the Director of BDP have been held over the past two years. Oversight of the programme as a whole is provided by the revivified global programme management and advisory committees. In terms of management on an ongoing and regular basis, the practice groups and regional service centres have engaged in organization-wide work planning, provided oversight and outreach, and promoted 'buy-in' and participation in the work of the global programme.

The communities of practice, knowledge networks and country offices have been consistently and widely used as consultative bodies that help shape the practice agendas, contribute to their implementation and provide regular feedback. This success will be built on further. Other UNDP-wide consultative mechanisms have been established to ensure the involvement of relevant partners at the level of policy discussion (Policy Group), project (project approval committee and project boards) and knowledge product development and monitoring (quality assurance process).

More recently, and looking forward, the new regional service centre structures and 'one practice team' approach employed will go even further towards integration and ownership, and will ensure that all players within UNDP are acting in concert. The new knowledge management strategy and platform will more dynamically connect staff across the organization for practical work and learning. Specific, formal collaboration strategies are being formulated with the Bureau for Crisis Prevention and Recovery (BCPR) and SU/SSC, and work with the Human Development Report Office (HDRO) continues informing global and national reports through advice and analytical work.

as well as shaping and implementing action points in HDRO.

Moreover, the results-based management system should lead to improved monitoring and the ability to assess linkages between global/regional and country office work. Demand tracking and analysis of specific support needs through the development of the 'demand tracker' tool will inform strategic management decisions. Additionally, BDP has reviewed the business models across practices and defined the common elements of a corporate business model for advisory services.

The fourth global programme will benefit from consultation during its formulation and over the course of its implementation, through an improved organizational structure and oversight mechanisms (see recommendation 4).

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
5.1 See also actions under recommendation 4 (Management)				
5.2 Communications campaign to raise awareness	2008-11	BDP		
5.3 Service delivery platforms established to promote clarity on service delivery and tracking, and building communities of practice	2008	BDP, regional bureaux		
5.4 Alignment with regional programmes and 'one practice team' at the regional level	LTAs 1st half 2008 – ongoing	BDP, regional bureaux		
5.5 BDP and BCPR compact and joint work-planning, and HDRO collaboration policy	Elaborated 2008; implementation ongoing	BDP; BCPR; HDRO; regional bureaux		
5.6 Development of UNDP strategy on South-South cooperation so as to achieve a more systematic approach to promoting defined SSC results	March 2008 meeting with Assistant Secretary-General; strategy developed by end 2008; implementation ongoing	BDP, SU/SSC		
5.7 Participation in Policy Group	Implemented 2008; meetings ongoing	BDP, BCPR, other		